



City of Cincinnati Board of Health Finance Committee

Tuesday, August 20, 2019

Room 324

Ms. Schroder, Chair of the Board Finance Committee, called the August 20, 2019 Finance Committee meeting to order at 3:30 PM.

Roll Call

Members present: Kate Schroder, chair, Amar Bhati, Robert Brown, Dominic Hopson, Melba Moore, Luwanna Pettus-Oglesby, Ron Robinson.

Topic	Discussion	Action/Motion
Approval of Minutes	<p>The Committee Chair asked the Committee members if everyone had the opportunity to review the minutes from the last meeting.</p> <p><u>Motion:</u> That the Board of Health Finance Committee approve the minutes of the July 16, 2019 Board of Health Finance Committee Meeting.</p>	<p><u>Motion: Schroder</u> <u>Second: Brown</u> <u>Action: Passed</u></p>
Review of Contracts for August 27, 2019 BOH Meeting	<p>The Chair began the review of the contracts that will go to the BOH for approval.</p> <p>The Voice of Your Customer – The purpose of this contract is to fulfil the requirements of the 2019 – 2020 Tobacco Use Prevention and Cessation Grant. The grant requires that paid media advertising activities be run continuously for 10 months of the grant year. To fulfil this requirement, the Voice of Your Customer will provide specialized services in order to run seven (7) paid media advertising activities to promote messages that encourage and help people to quit smoking, avoid Second Hand Smoke from tobacco products, and prevent youth from initiating tobacco use. The contract term is from October 1, 2019 – June 30, 2020. The additional dollar amount added to the agreement is \$25,100.</p> <p>Dr. Teminijesu Ige attended the meeting, walked through the agreement, and answered questions from the Committee. The Chair asked about the schedule and expressed a desire to see any available data regarding the</p>	

program's impact upon completion. Commissioner Moore responded that I Heart Media does track some demographic data and that she would follow up with them on what is feasible related to this work.

Motion: That the Board of Health Finance Committee recommend this amendment to the Board of Health.

Adcomp – Vital Statistics and Records is seeking to update the payment kiosk and website used for accepting cash and credit payments for Vital Records certificates. Adcomp will upgrade kiosks to include Windows 10, driver's license reader and EMV (euro, MasterCard, Visa) reader(s). We are adding the ability to accept payments from our nonprofit agency partners. All kiosks will have multiple language voice prompts built into the software to assist the customer with completion of an order. Adcomp must assist in managing customer online security, including the provision of PCI (payment, credit card industry) and related regulatory compliance services and solutions. Adcomp had demonstrated, professional and technical experience providing kiosks and website service for accepting payments and customer self-service. The contract term is from October 1, 2019 – December 30, 2021. The dollar amount is \$124,000.

Ms. Tunu Kinebrew attended the meeting, walked through the agreement, and answered questions from the Committee. The improvements include an update to Windows 10, creating better security for the credit card reader, adding different payment options for nonprofit agencies. A part of the discussion was whether to expand/relocate the kiosks, including potentially moving one to Avondale and another to be on the west side. Currently anyone on the west side must come downtown to access services. The Chair asked how many kiosks are there? 6. Mr. Robinson stated that the University of Cincinnati (UC) site is underutilized and that it may be one to be moved. Ms. Kinebrew stated that UC is trying to keep the kiosk. The Chair asked how long does it take to receive your documents? Ms. Kinebrew said that it is processed the same or next business day. The document can be picked up downtown or mailed to the customer. Ms. Kinebrew stated that the process had been completely updated and is much more efficient than before.

Motion: That the Board of Health Finance Committee recommend this contract to the Board of Health.

Reading Investments LLC – This lease is for the space at 7162 Reading 8th Floor, Cincinnati, OH 45237. This facility

Motion: Schroder
Second: Pettus-Oglesby
Action: Passed

Motion: Schroder
Second: Brown
Action: Passed

	<p>houses the City of Cincinnati, Hamilton County WIC program. The WIC administrative office and the Roselawn WIC office are both located at this location. The WIC program serves at risk, low income women, infants and children. The lease term is from October 1, 2019 to September 30, 2024. The dollar amount is \$71,269 yearly.</p> <p>Ms. Betsy Buchanan attended the meeting, walked through the lease, and answered questions from the Committee. This is the third lease renewal at the same place. The lease is paid through a WIC grant. The Chair pointed out that this represents a 10% increase over the previous lease. Ms. Buchanan stated that it is still below market rates and signing the lease will lock the price in for five years; utilities are included. The space is good, extra room for storage, and plenty of room for the staff. The lease period is for five years with an option for five more. A termination clause is included in the lease.</p> <p><u>Motion:</u> That the Board of Health Finance Committee recommend this contract to the Board of Health.</p>	<p><u>Motion: Schroder</u> <u>Second: Brown</u> <u>Action: Passed</u></p>
<p>End of Year Fiscal Update/Accounts Receivable</p>	<p>Mr. Ron Robinson provided the Committee with documents for the end of FY19. At the last meeting, concerns were raised about continued increases in two key metrics: days in Accounts Receivable and the percent of claims over 90 days. There have been discussions with OCHIN, but still have not nailed down the variables causing these increases. The queues that are being worked on are making progress. CHD's resources to commit to resolving the revenue cycle issues are limited, thus numbers continue to deteriorate. Self-pay is a serious concern at 30 percent of overall business. There is no process in place to adequately have claims paid. Mr. Robinson stated that the timely credentialing of providers remains an issue. Mr. Hopson stated that while the accounting staff is strong, there is limited experience in analyzing data to help resolve CHD's issues. That while credentialing is a concern, it is not the only answer and we need to dig deeper, including reviewing the registration and coding processes. The Commissioner may need to be brought into the discussion or come back to the Committee with recommendations for it to consider. Mr. Brown asked about CHD's internal process. Mr. Hopkins stated that OCHIN scrubs for billing. We need to ensure that the providers are coding properly. An incorrect code can cost CHD. May need to add a coding and billing expert(s) to staff.</p> <p>The Chair stated that both indicators (days in AR and % of claims over 90 days) have gotten worse over the past nine months. The Chair stated that the Committee – and</p>	

ultimately the Board of Health – has a fiducial responsibility and needs to hear from Finance on what is driving these trends and what is needed to reverse them. The Chair pointed out that historically it was rare for one of the numbers to be above target and to increase—and that the Committee expected clear recommendations by the next meeting on how to improve these metrics.

Staff agreed to come back with recommendations. Some potential explanations were discussed, including that 12 months ago, OCHIN wrote off old debt, but that since policies and procedures were not updated, the problem may have continued. It was also discussed that changing provider behavior is challenging. Need staff to come back with recommendations. Mr. Robinson stated that it is also a question how to manage EPIC more effectively.

Mr. Robinson continued his report stating that payroll is down due to position vacancies. Temporary services, interpreters and medical supplies are up. Medical visits were 51,000 for the previous year – an improvement. Dental visits were 23,000, also an increase. No current projections for the current fiscal year, but any projections will be conservative, need to factor in Avondale, and all end of year numbers. Double check previous projections prior to next week’s Board of Health meeting. Interpreter costs, medical supplies are trending higher than projected. All other non-personnel costs catch everything not budgeted to particular line item. Chair: over all spent \$500,000 less for community sites. Mr. Robinson spoke about the school-based sites, where medical and dental visits were very close to the projected numbers. Total payout to OCHIN roughly \$1.5 committed to electronic medical records combined with OCHIN’s 6 percent billing services. Things looking to reduce: contractor services, laboratory services, interpreter services. Developed a table to review itemized expenses month after month and grand totals. This tool was developed to provide managers so they can review the data in different formats. The goal is to have ability to answer very specific questions with more insights than we had in the past.

The Chair asked if there is a way to break out other revenue sources such as contracts and rents? Mr. Robinson said we can. The Chair asked if we can look at the macro level of revenue compared to expenses—and reiterated that this overall picture is most critical for the Committee/Board. Mr. Robinson said we can break it out into a more summary form.

	<p>Mr. Robinson stated that we need to establish controls such as the Commissioner just established an authorization process for the P-cards before expenditures are made. Centers and school-based spends money as how they feel appropriate. No checks and balances. Avondale Center will be test cast to manage expenses. The Chair stated that having clarify on the overall financial picture. Will provide opportunity on where to strengthen things. Pull together by revenue and expenses by department. Mr. Hopson stated he would like this to include dental, health center, specialty, medical, behavioral health, etc. Commissioner Moore stated that we were to have this at the Committee's next meeting. Mr. Robinson will speak with the Chair about what information to provide to the Board of Health at next week's meeting.</p>	
<p>Avondale Deadlines</p>	<p>Commissioner Moore said the grand opening of the new Avondale clinic will take place Thursday, October 24 from 4:00 to 6:00 p.m. Invitations will go out soon. Councilmember Pastor reached out and said he is proposing almost \$250,000 for mental health with the University of Cincinnati. The Chair asked if the money was coming from the City budget? Yes. Will this be for the next fiscal year or current? Current.</p>	
<p>Review Action Items</p>	<p>Mr. Robinson introduced Li Liu, the new supervising accountant. Ms. Liu will be focused primarily on the Medicaid cost report, which is due September 30th. Will use historical documents as a template for this year's report.</p> <p>Commissioner Moore stated that the state auditor identified policies and procedures that were being worked on. Will other policies and procedures come forward? Mr. Robinson replied that his staff is approaching this with the mindset of an accountant, leaving a paper trail. The Chair asked if the draft could be circulated for feedback before submission. Mr. Robinson stated he would do that.</p> <p>Commissioner Moore discussed the two consultants, one is looking at internal. Would it be feasible to review audit report they issued, should we be thinking about having a consultant look at policies and procedures? Need to make sure cost reports are done well. Perhaps submit it early to obtain feedback. Mr. Robinson stated it is a very well-defined process. Need to look deeper into depreciation schedule and make sure we capture everything. There is a wealth of historical references. Should not be much variation between the FY18 report and the FY19 report. He recommends sharing draft with Mr. Shaffer but with others only as necessary.</p>	

	<p>Mr. Hopson stated that we have identified a staff member responsible for CCM who starts on the August 26th. Come back at January meeting with data. September we will collect data on those already enrolled. October and November, we will expand to other centers to bring in new patients. The Chair stated we will discuss this at the January meeting, with the outstanding question being the revenue capture. Mr. Hopson stated that he will supply data on what we billed Medicare as well as what we recouped – there is a difference given the lag in payments.</p> <p>Mr. Hopson discussed the issue of what happens when a homeless person seeks treatment without a card. Prospective homeless patients must either have a card or documentation from a shelter stating they are homeless. That document is then scanned into the system and kept on file so that future visits do not require the document. Commissioner Moore stated that CHD is looking at an outreach program to create a Vesta card. The outreach team is working on this allowing us to track the data.</p>	
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Meeting Adjourned 5:08 p.m.
Next Meeting September 17, 2019 at 3:30 p.m. in room 324
Minutes prepared by Jon Lawniczak